

ACO Accelerated Development Learning Session

San Francisco, CA
September 15-16, 2011

Session 2.1: The Organizational and Governance Challenge of Meeting Needs While Lowering Costs

September 16, 2011
1:45–2:45 p.m.



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Board Chair, Center for Improving Value in Health Care

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About Your Speaker

- Jay Want, MD
 - Former CEO of an MSO supporting 4 independent practice associations (IPAs) and 300 primary care physicians (PCPs) in Colorado
 - Ran modified global capitation to surplus in Medicare Advantage for 8 years running
 - Developed care management program, process improvement department
 - Chaired effort in NW Denver to reduce Medicare re-admissions between two competing hospitals, successfully saving 10% of re-admissions and \$100 million

Objectives for the Learning Module

- Identifying your coalition
- Finding leadership for your effort
- Finding a reason for people to do hard things together
- Choosing a convener/facilitator
- Building relationships to carry out the work

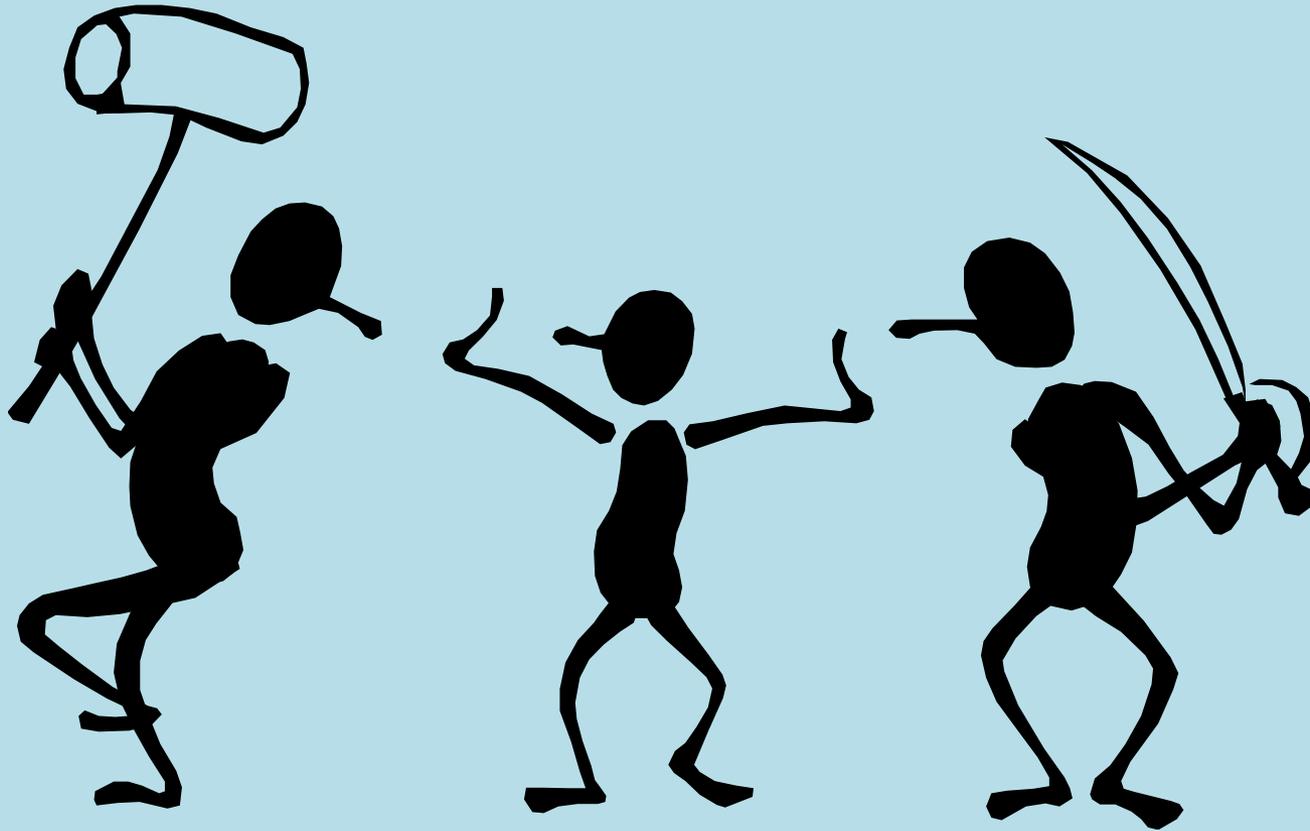
Tribes



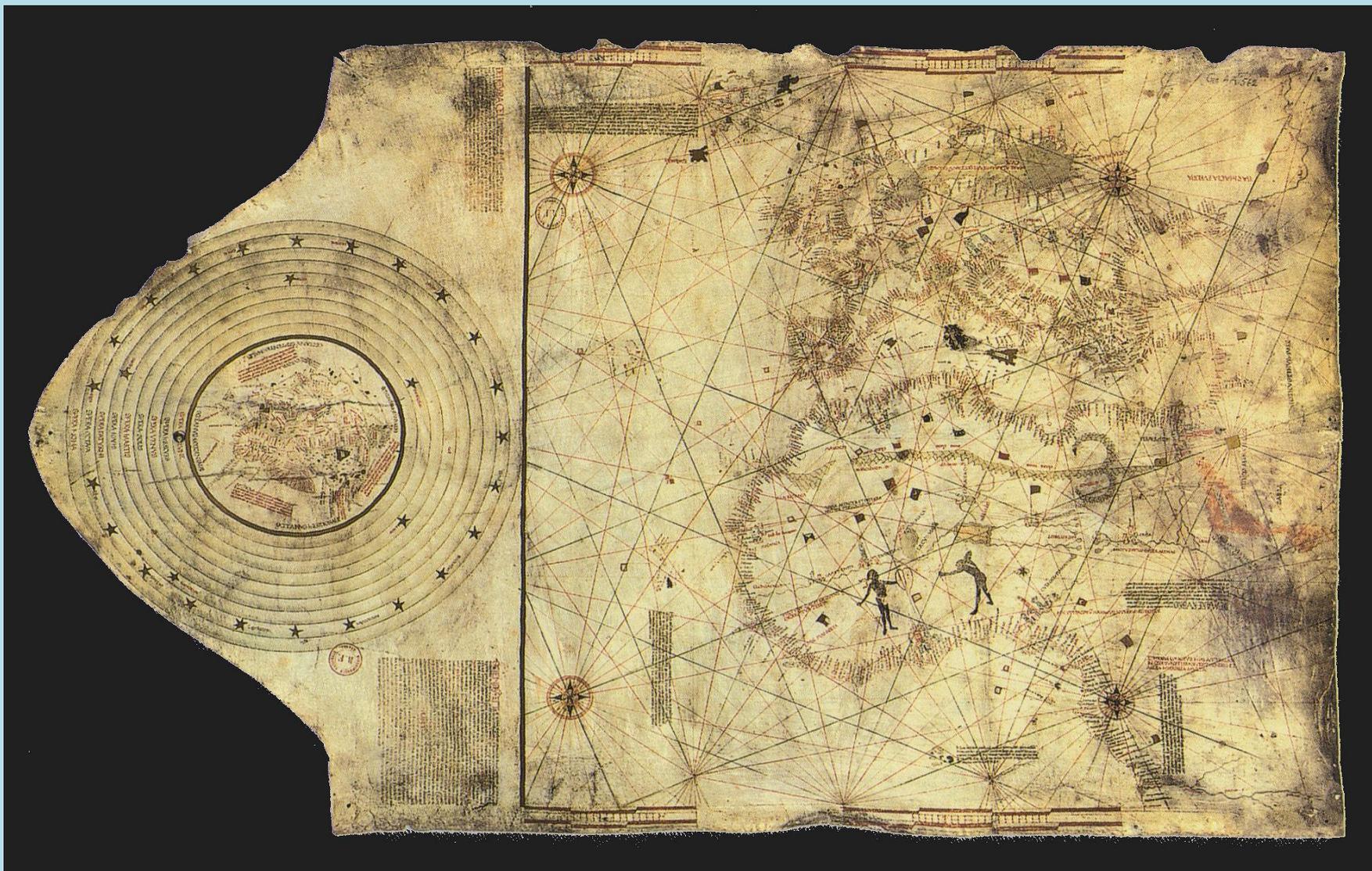
What's Yours Is Mine, and What's Mine Is Mine



It's Better Having the Guns Point Out ...



Geography Is Overrated



The Devil You Know vs. the Devil You Don't



Your Job, Mr. Phelps ...



General Principles

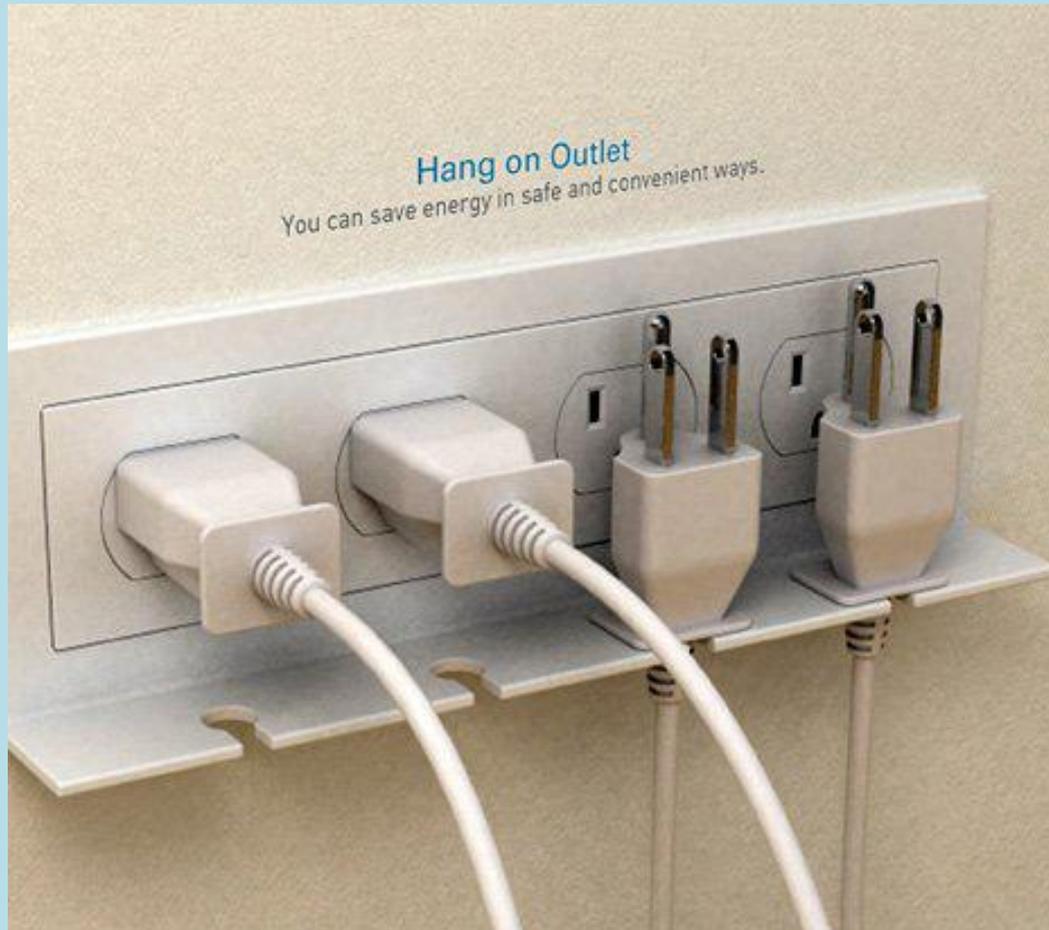
No Token Membership



No Figureheads



No Fair Keeping All the Power



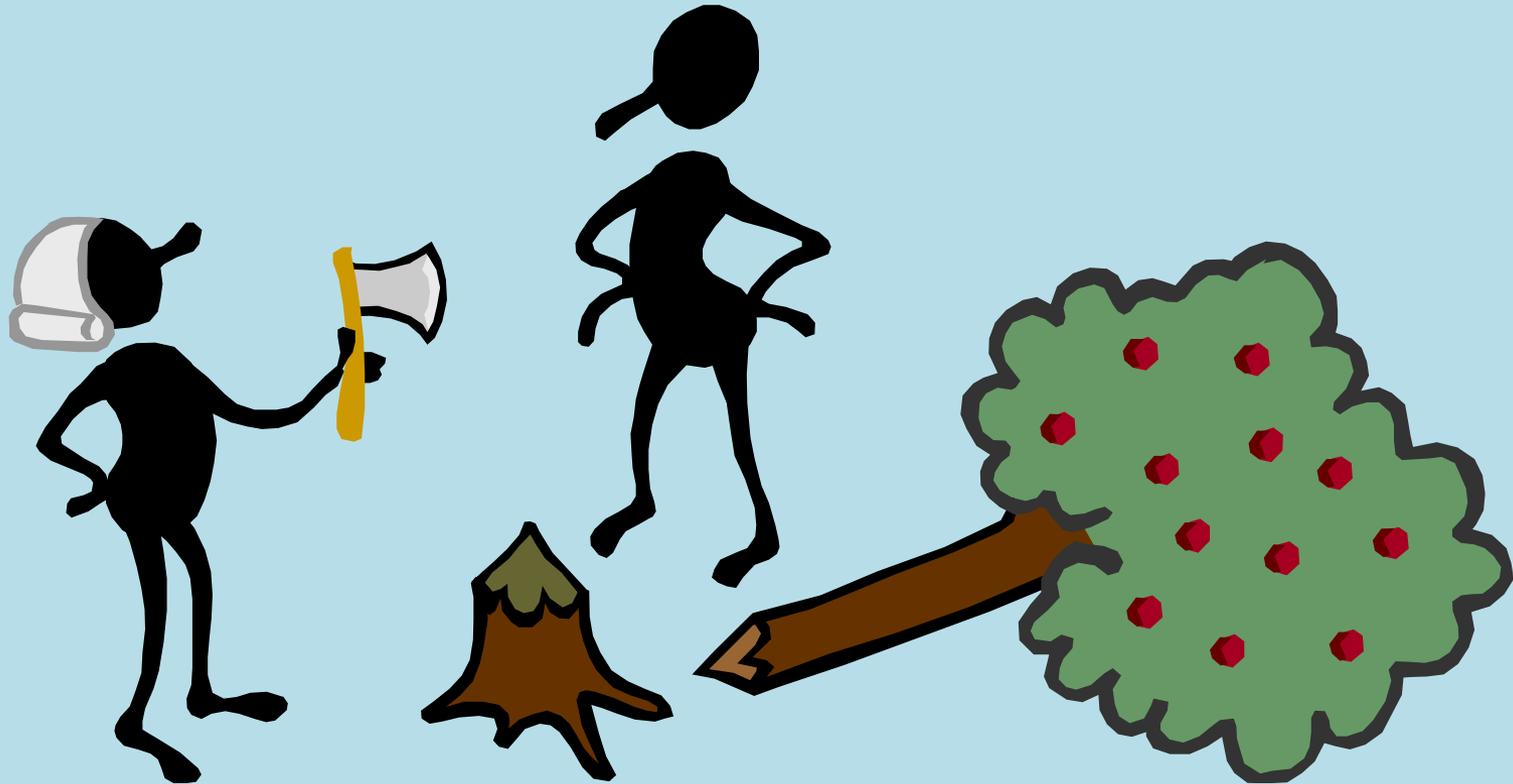
Transparency



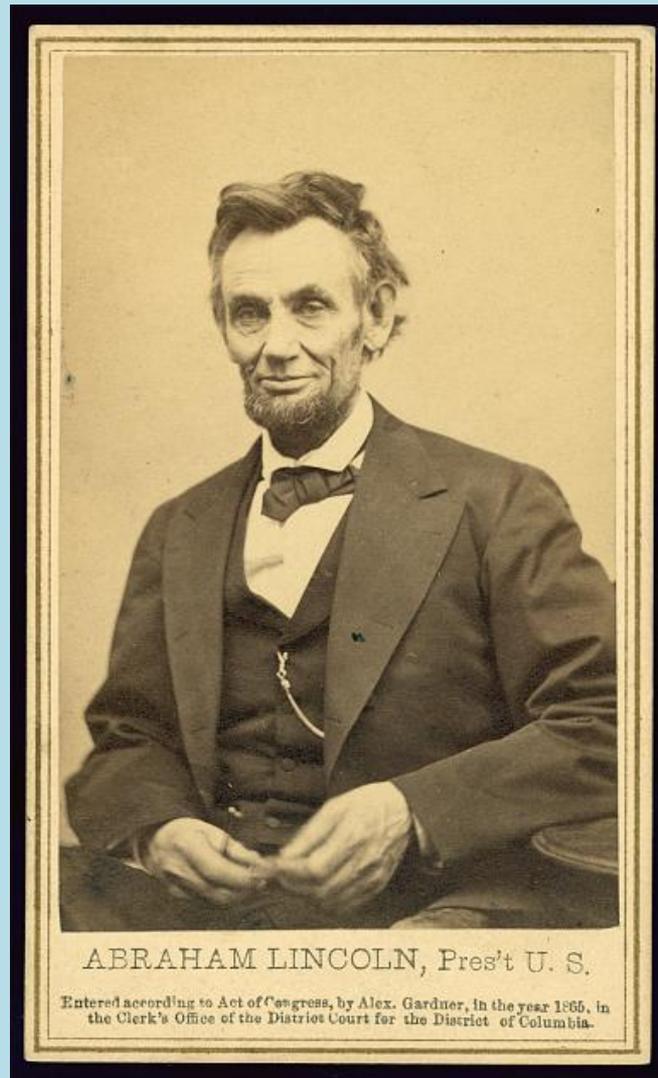
Selecting Leadership

Because as much as we would like to believe otherwise, *it matters.*

Truth-Telling



Integrity



Humility

Humility does not mean you think less of yourself
It means you think of yourself less.

Ken Blanchard

Culture Change Hurts Because ...

- All change is loss.
- The status quo wins most of the time. Humans are built to like it that way.
- People make all important decisions with their emotions. We make up rational reasons for those same decisions later, to make us feel smart and rational.

And the Scarcest Resource Will Be Physician Leadership

- If you're a hospital or health plan, you will need ten times as many physician leaders as you have right now. Partner to get them.
- If you're a physician group, you will need ten times as many physician leaders as you think you have right now. Select for the characteristics discussed.
- Irrespective of who you are, you'll likely need to select and groom talent to lead. Your transformation will take you 5–10 years if all goes well. Many of your existing leaders will leave or retire before it's done. Plan ahead.

Tools and Resources

- Getting to Yes by Roger Fisher, William Ury, and Bruce Patton
- “Leading Change: Why Transformation Efforts Fail” by John P. Kotter, Harvard Business Review, March–April 1995, pgs. 101–109
- “Level 5 Leadership: The Triumph of Humility and Fierce Resolve” by Jim Collins, HBR On Point, Product no. 5831
- “Changing the Way We Change” by Richard Pascale, Mark Millemann, and Linda Gioja, Harvard Business Review, Nov–Dec 1997, pgs. 127–139.

Discussion Questions

- Elephants in the room: whom do we know we need to align with, but are dreading talking to?
- Who might be leaders in this effort, in and out of our own organization, outside of the narrow definition of positional authority?
- Is there anyone or any organization in our community who is respected by all parties who might serve as a neutral convener? (health care experience not required)



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